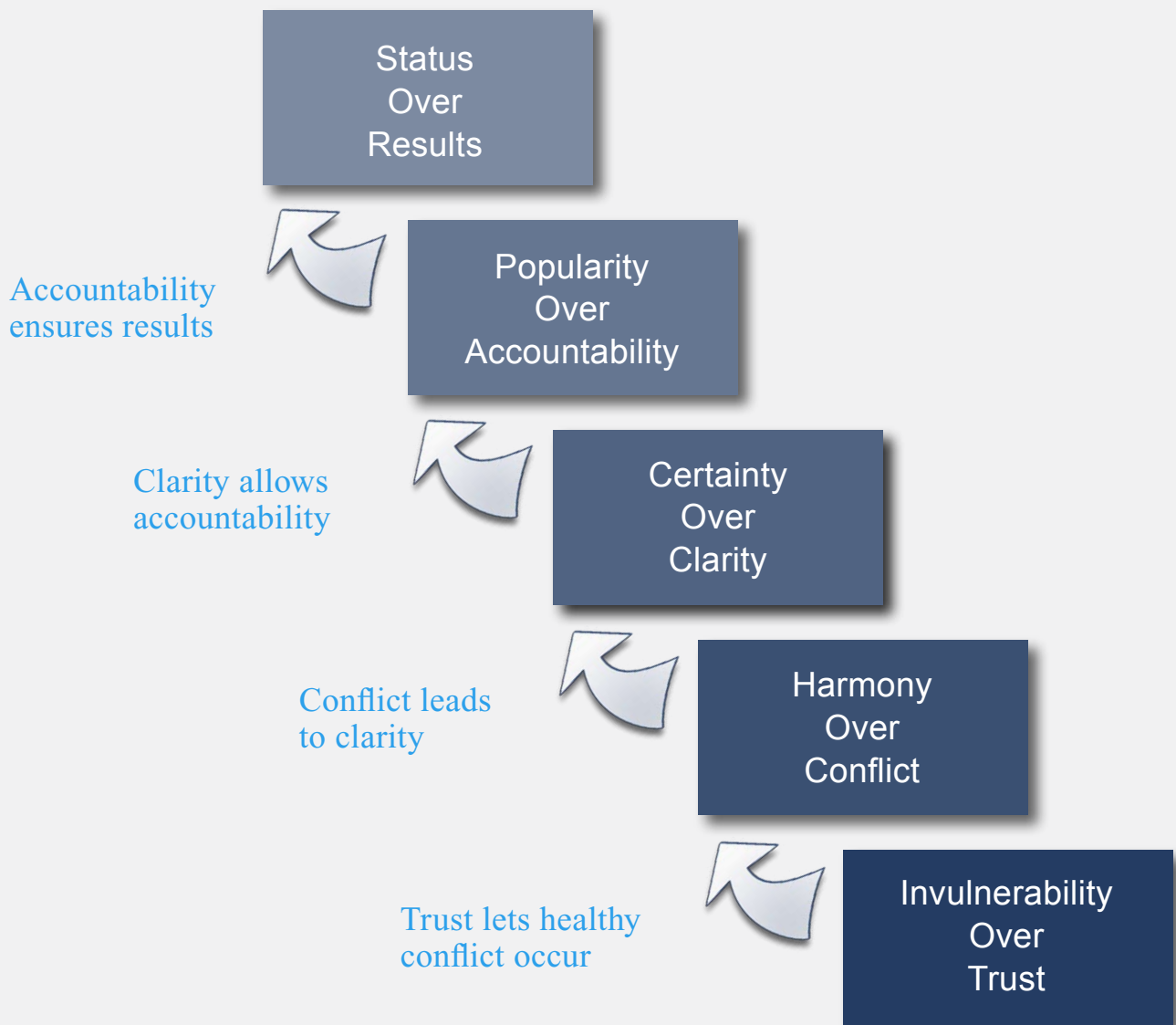
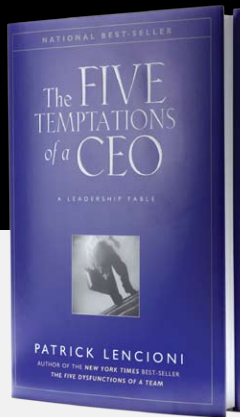


The Five Temptations of a CEO





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Temptation #1: Status

Strategy for Overcoming: Focus on results

- Publicly commit to measurable results
- Evaluate your success based on these results alone

Temptation #2: Popularity

Strategy for Overcoming: Hold people accountable

- Confront direct reports immediately about behavior and performance
- Clarify expectations up front to make confronting direct reports easier

Temptation #3: Certainty

Strategy for Overcoming: Provide clarity

- Set public deadlines for making key decisions
- Practice making decisions without complete information around less risky issues

Temptation #4: Harmony

Strategy for Overcoming: Establish productive conflict

- Draw out differing opinions and perspectives from staff members
- Engage in and allow passionate discussions about key issues

Temptation #5: Invulnerability

Strategy for Overcoming: Build trust

- Acknowledge your own weaknesses and mistakes
- Allow direct reports to see your human side